



Surety
Reach
Speed

DISA



VISION

The Department of Defense's vision for net-centric operations and warfare:

“The National Defense Strategy clearly states how we will operate in the future – we will be net-centric. Our job is to deliver the critical enabling capability to conduct network-centric operations.

“Defense transformation hinges on the recognition that information is our greatest source of power. We can leverage information to allow decision makers at all levels to make better decisions faster and sooner.” John G. Grimes, Assistant Secretary of Defense for Networks and Information Integration, and DoD CIO, March 2006

We at DISA imagine and envision a world in which information is virtual and on demand with global reach. Information is protected by identity-based capabilities that allow users to connect, be identified, and access needed information in a trusted manner. It is a world in which United States military forces can deploy and connect no matter where they are located, pull information needed for their missions, and be given timely, accurate information on any threats they may face. It is a world with no seams between the sustaining base and the tactical edge so that operational agility is enabled. It is a world in which the United States military can freely exchange information routinely with coalition partners and others responsible for the security and defense of the United States. The technology employed is agile, adaptive, and capabilities-based. And, we imagine and envision a world in which our soldiers, sailors, airmen, and marines are equipped with capabilities and services that are state-of-the-art.

The Defense Department's Global Information Grid (GIG) will be a web-like enterprise in which people can discover information, orchestrate their own operational picture based on the situation at hand, have shared situational awareness, and operate securely. We will provide Internet technology at speeds necessary to bring people together efficiently, help them do their jobs in ways never anticipated, and enable them to do things never envisioned.

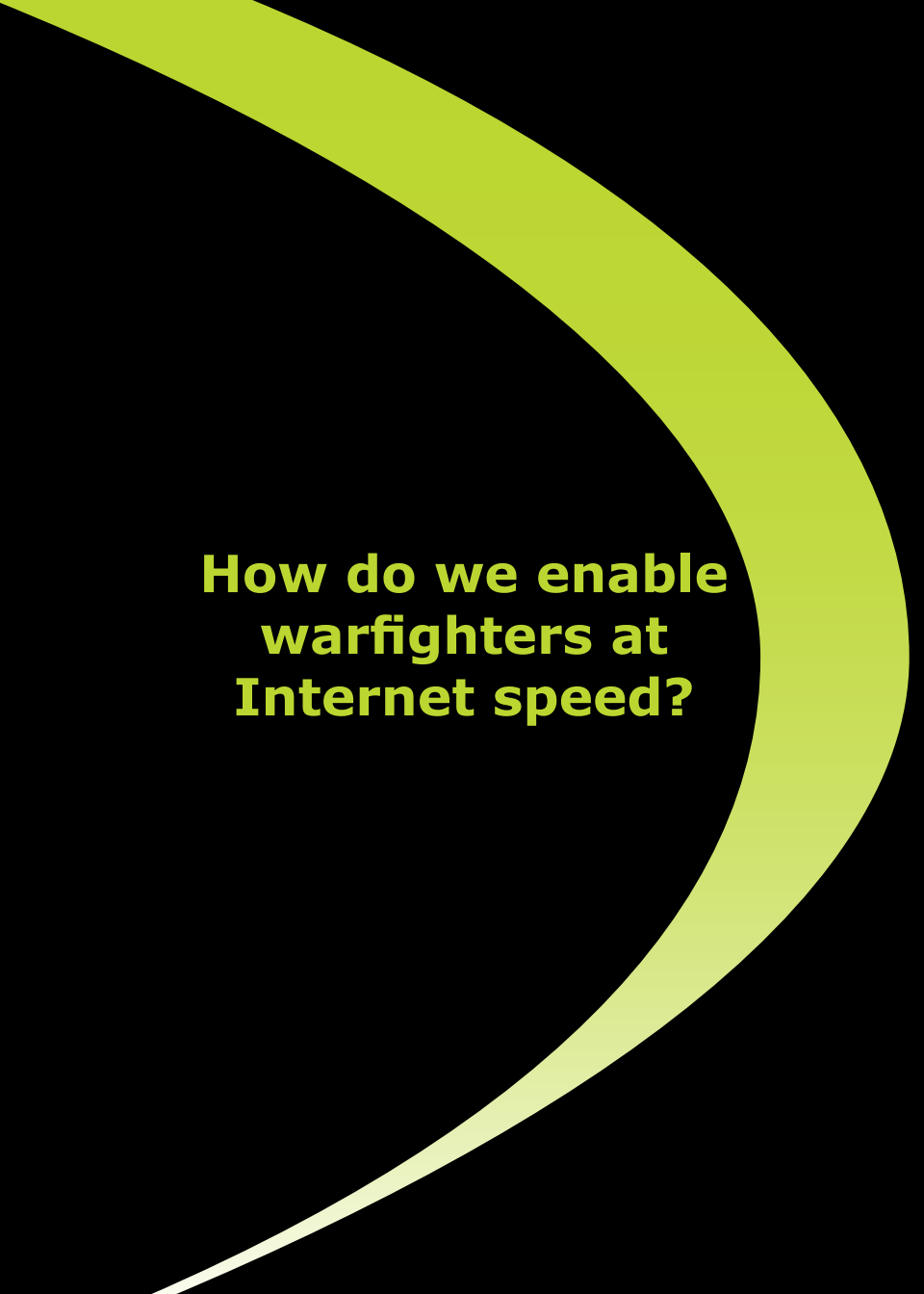
DISA must aggressively lead in five areas:

- Speed – deliver IT capabilities and services faster
- Power to the edge – push enterprise services to the edge
- Operational excellence – accelerate operational effectiveness and efficiency
- Sharing and defense of information – enables sharing of information while staunchly protecting it
- Best value – customers know and understand the value of DISA capabilities and services

The “we” at DISA is our people – our most valuable asset. DISA will continue to recruit, develop, and professionalize the work force to lead DoD in achieving net-centric operations.

A handwritten signature in black ink, reading "Charlie Croom". The signature is fluid and cursive, with a large, sweeping "C" at the beginning.

Charles E. Croom, Jr.
Lieutenant General, USAF
Director



**How do we enable
warfighters at
Internet speed?**



**We will increase
the delivery speed
of capabilities and
services**

VISION AND STRATEGY

We will become the joint acquisition agent of choice for enterprise information technology capabilities and services. We will adopt innovative ideas and processes to deliver capabilities and services that our forces are able to use with agility.

We will increase the speed and flexibility of the requirements and acquisition processes used in delivering capabilities and services, and we will tailor oversight and governance to be commensurate with risk. Our goal is to close the gap between the availability of technologies and fielding them for warfighting advantage.

DISA will follow the precepts of adopt-before-we-buy and buy-before-we-create. If another organization has developed or acquired a solution that either fits or is close to fitting a need we have, we will adopt it. Where adoption opportunities are not available, we will turn to the private sector and acquire a service that either fits or is close to fitting the need. The final choice is to create or build a solution. We intend to avoid development and turn to others for solutions when we can.

Speed of deployment is often more important than a perfect solution. We will pursue the adopt-before-we-buy and buy-before-we-create approach partly as a way of getting the 80 percent solution in the hands of the warfighter quickly.


A fundamental element of our strategy is teamwork – teamwork with stakeholders, customers, and vendor partners. We will use a federated development and certification environment (FDCE), the “sandbox”, in which all can participate to foster innovation and collaboration and

to introduce new capabilities and services into the GIG. We will ask developers, testers, and users to play in the “sandbox” by exposing candidate capabilities and services to warfighting, intelligence, and business users via the FDCE. We will incentivize vendors to do the same. Some candidates will take off; some will not. Success of the FDCE is dependent in part on the ability to do an early kill of those that do not. In any case, this richly collaborative approach will bring the best and brightest to the forefront and help us to speed the delivery of capabilities and services to warfighters.


INITIATIVES

Speed

- Employ innovative approaches to exploit the flexibility in acquisition process.
- Change the way the DoD acquires IT to deliver capabilities and services at speeds commensurate with the Internet.
- Advocate and facilitate the tailoring of governance, technical assessments, testing, certification, and accreditation to the level of risk (technical, security, operational, cost, schedule) associated with adopting an existing capability or service, buying a commercially managed service, and creating a new capability or service.
- Exploit competition throughout the lifecycle.
- Use performance-based approaches such as statements of objectives as a principal acquisition tool in lieu of detailed specifications.
- Use service level agreements to define performance expectations.
- Ensure operators use the FDCE, pilots, proofs of concept, and experiments to determine if candidate capabilities and services are suitable, can scale, and can operate in appropriate security and operational environments.
- Ensure early and continuous involvement of Combatant Commands, Services, and Agencies and other communities of interest in sourcing decisions.
- Maximize the use of on-demand delivery of bandwidth, processing, storage, and web services leveraging commercially available offerings, while fostering competition, flexibility, and minimizing cost.
- Develop innovative relationships with industry partners for strong performance-based solutions, speed, risk balance, and mission assurance (e.g. CRADA, contracts, OTAs, senior advisors, services).



**How do we enable
warfighters to get the
right information at
the right time?**



**We will extend
enterprise services
to the edge**

VISION AND STRATEGY

It is no longer conceivable that DoD elements can provide pieces of the network that are independently developed and managed if the Department is to enable the effects-based fight. Warfighters must have timely and accurate information anywhere, anytime because lives depend on the right information being usable by commanders. Achieving these goals will require DISA to synchronize efforts with our partners to push capabilities and services to the edge.

This translates into the need for an end-to-end systems engineer, a common strategy and architecture, a single concept of operations for network operations, configuration control, and situational awareness each spanning the sustaining base to the tactical edge. The Enterprise Information Environment (EIE) includes standards, rules for data accuracy, who can place data on the network and the governance of information on the network. NCES is the foundational element of the EIE supporting all mission areas. It provides enterprise services to integrate the warfighter, business, and intelligence mission areas.

To fight the global war on terror, there is a compelling need to ensure spectrum access where and when needed. We will work to achieve this goal.

INITIATIVES

Enterprise Information Environment (EIE)

- Publish a set of technical procedures and standards to provide an enterprise-wide design pattern for service and capability developers in order to ensure the interoperability of independently developed IT capabilities.
- Establish a center of excellence for service oriented architectures (SOA) to lead SOA implementation in DoD.
- Migrate proprietary application interfaces and legacy information technology architectures to a SOA foundation based on open web-services standards including loosely coupled core enterprise services.
- Establish an FDCE to expose new services and introduce new capabilities on the network for developers, operators, and testers to determine usability and practicality.
- Develop criteria for accepting new services and capabilities identified in the FDCE onto the network.
- Implement joint enterprise directory service and produce interoperability standards for enterprise directory data and metadata.
- Enable the DoD data strategy by publishing naming conventions, schemas, interface specifications, tools and interoperability and performance standards.
- Ensure that all appropriate DISA internal systems are compliant with the DoD data strategy.
- Publish an extension of the EIE set of technical procedures and standards for DISA's internal systems.

C2 and Combat Service Support

- Deliver the Department's C2 and combat service support capabilities using a net-centric, collaborative information environment.
- Publish an extension of the EIE set of technical procedures and standards for the C2 and combat service support communities.
- Enforce these procedures and standards through the FDCE.
- Provide standard coalition information sharing capabilities by combining the CENTRIXS, Griffin, and Rel DMZ efforts and integrating them whenever possible with C2 and combat service support capabilities.

NetOps

- Develop the DoD NetOps architecture which includes standards, policies, and processes.
- Deliver capabilities to extend situational awareness and control of information across the sustaining base to the tactical edge.
- Establish the policies and processes for information dissemination management (IDM) for where and how data, capabilities, and services will be provisioned, stored, and managed on the network.
- Develop a capability and process to model information requirements in support of deploying warfighting forces and to execute content staging forward to support them.
- Develop NetOps concepts for integrating telecommunications, computing, services, and functional missions to guarantee timely access to and efficient use of information needed for mission execution.
- Develop criteria for DoD NetOps which addresses education, training and certification of workforce.

Enterprise-Wide Systems Engineering and Management

- Establish a GIG enterprise-wide systems engineering function to develop the common architecture.
- Develop standards and interface parameters to allow the extension of services and capabilities across the sustaining base to the tactical edge to include the intermittently connected users.
- Develop a DoD wireless strategy.

Spectrum


- Lead the development of an implementation roadmap to achieve the goals of the DoD spectrum strategic plan.
- Develop criteria for DoD spectrum management to address education, training, and certification of the workforce.
- Develop enterprise-wide spectrum management tools for planning, acquisition, and operational use.
- Actively engage with policymakers and developers to increase adaptive spectrum use.
- Advocate flexibility in regulatory negotiations to afford DoD spectrum access when and where needed.

Satellite Communications (SATCOM)

- Provide responsive, agile, and cost effective commercial SATCOM services.
- Migrate DoD Teleport, Standard Tactical Entry Point, and SATCOM gateways to IP.
- Implement rigorous configuration management and operational control of SATCOM gateway environment(s).



**How do we
accelerate operational
excellence?**



**We will operate
effectively and
efficiently, lower costs,
and measure
quality of service**

VISION AND STRATEGY

The GIG is coherently operated, managed, and controlled in support of net-centric operations by Joint Task Force-Global Network Operations (JTF-GNO). DISA is responsible for operating the DISN, the enterprise computing centers, enterprise services, and command and control capabilities. DISA provides the services and capabilities to enable the warfighting, business, and intelligence mission areas in support of net-centric operations.

Providing efficient and effective services and capabilities requires excellence in customer relationships and having the agility required to adjust to dynamic requirements. We will partner with our customers and evaluate ourselves in terms of their success. We will simplify the business model for cost recovery of all DISA services. And, we will dramatically increase communication with the user community through improved web and web-services access and services status, and provide our customers with the ability to feed back to DISA service providers.

DISA's enterprise computing centers will be dramatically different in the future. Today, they are principally hosting environments for combat support applications in which customers pay for services either through rates or full cost recovery. While this model will continue, DISA's data centers will also become web-hosting and web-service providers offering highly scalable just-in-time processing and storage capacity. They will store data on demand, independent of applications. Protection and availability of data will be the highest priority.

INITIATIVES

NetOps

- Automate the management and control of the network using machine-to-machine concepts and technology to reduce human intervention, improve availability and security, and reduce costs.
- Develop a concept for leaner, more efficient NetOps presence to optimize performance and customer support and defend the network.

Network Evolution


- Move from circuit-based technology to IP-based technology across the network, evolving to a single IP network providing converged services.
- Transition to IPv6.
- Transition from Asynchronous Transfer Mode (ATM) based services to Multiservice Provisioning Platform (MSPP) for physical circuits and Multi-Protocol Label Switching (MPLS) for the virtual circuit equivalent.
- Provide the capability for a single portal into the GIG for all elements of the Department promoting single sign on and a single global address list.

Enterprise Computing

- Establish global management of on-demand processing and storage capacity with agile, flexible managed service contracts.
- Adopt the concept of grid computing through a pilot such that

applications will utilize available computing capacity irrespective of geographic location.

- Establish the capability to provision a web site service on demand within minutes to meet ad hoc, real time customer needs. Customers should be able to provision these through a web front end with little or no data center involvement.
- Expand to an enterprise level storage capability ensuring data accuracy, integrity, and assurance.
- Establish the definitions, standards, and concepts for enterprise computing center equivalency and GIG computing nodes.



**How do we make sure
that the warfighter
gets the right
information at the
right time and place?**



**We will aggressively
enable sharing of
information while
staunchly protecting it**

VISION AND STRATEGY

We will aggressively develop and implement measures to manage and defend the GIG to ensure warfighting forces, including partners and allies, can deploy and connect globally, and share timely, trusted, and accurate information needed for their missions. We will enable transition from a culture of need-to-know to one of need-to-share. New sharing relationships will be built virtually and instantly. Classification boundaries will no longer be impediments to appropriate sharing.

We will design and operate the GIG for maximum mission assurance. IT will be able to resist kinetic and cyber attacks with no mission degradation. If attacks get through, we will be able to detect, diagnose, develop courses of action, pick one, then execute it, all collaboratively across DoD and with our non-DoD mission partners.

We will propose policy and implement instructions for security certification and accreditation supporting the fast paced, nearly ad hoc, on demand nature of net-centric operations and warfare. We must be able to add capabilities and services to the network at Internet speed, including providing procedures to ensure data is authoritative.

INITIATIVES

Assurance

- Redesign the NIPRNet and SIPRNet to dramatically enhance security.
- Develop strengthened gateways between DoD and the Internet and between DoD and our partners.
- Close all connections into the Department's network other than those that traverse the authorized gateways.
- Assist NSA with the evolution of the information assurance (IA) component of the GIG architecture through shared requirements, development, and design.

Information Sharing

- Build-out demilitarized zones (DMZs) and require the movement of all publicly visible applications and services into the DMZs to improve sharing and security.
- Facilitate compliance with policy to require that all applications conform to the safe protocol list generated by the DoD ports and protocols risk management process.
- Deploy cyber identity credentials throughout the GIG for safer and broader sharing by driving out anonymity and ensuring accountability.

Certification and Accreditation (C&A)


- Integrate IA design evaluation and testing throughout the lifecycle to include the FDCE process as part of delivery of services and capabilities.
- Develop a fast and agile process to ensure each service placed on the network meets DoD data sharing, reliability, performance, and security standards.
- Develop policy and procedures for certification of organizations trusted and empowered to provide DoD C&A of information and services to be placed on the network.

Defense in Depth

- Develop and implement a defense-in-depth and detection-in-depth three-year DoD-wide plan across the DOTMLPF that meets the Department's mission assurance, secrecy, and sharing needs.
- Acquire and support deployment of enterprise-wide tools and capabilities that improve defense, attack sensing and reaction, and situational awareness.
- Develop compliance mechanisms in DoD processes to drive implementation of this plan (e.g. acquisition, certification and accreditation processes).
- Develop a DoD-wide strategy for detection and deterrence of the insider threat.



**How do we make sure
that our customers
get the best, most
economical operating
capabilities?**



**We will be good
stewards, and we will
be efficient and open**

VISION AND STRATEGY

We will excel in our stewardship of taxpayer dollars through full and open financial disclosure, fiscal discipline, integrity, and professional competency. This will allow customers and stakeholders to clearly see full value from every dollar in DISA-provided capabilities and services. We will attain a clean audit opinion.

Full financial disclosure will be a cornerstone for attaining the highest standards of performance. With underlying comprehensive fiscal oversight, we are committed to lead and excel in the mutually supportive areas of cost visibility (open books), financial accountability, and fiscal discipline. Success in these areas will lead to well-informed and accelerated investment decisions throughout DoD.

We will clearly link DISA-provided capabilities and services with costs.

INITIATIVES

Stewardship

- Establish investment-based metrics that track use and cost of the capacities of bandwidth, processing, and storage.
- Develop a metrics-based investment plan for use in the POM and budget processes that will allow practical evolution of capacities over time.
- Expand the service delivery concept embodied in the DISN Enhanced Planning Process (EPP) cost recovery model for delivery of other DISA-provided common services.

Business Efficiency and Customer Value

- Provide a simplified approach for customers to conduct business and share information with DISA.
- Develop and track service metrics jointly with customers that reflect what is needed for their mission accomplishment.

Cost Visibility

- Ensure our internal processes provide transparency in order for our customers and stakeholders to understand our costs.
- Use clear and understandable costing mechanisms to establish fair and reasonable costs to customers, estimate costs effectively, deliver internal support services efficiently, and inform resource allocation decisions.
- Define and measure our cost drivers and manage those drivers to favorably affect the cost and content of our services.

Financial Accountability

- Implement policies, procedures and practices to ensure that we are cost-based.
- Develop budgets that are compelling, defensible, consistent, and clearly aligned to support DoD priorities.
- Demonstrate impeccable stewardship through timely obligation and disbursement of funds, fully complying with plans, fiscal regulations, and statutes.
- Develop metrics that can be used to forecast areas of potential weakness and track actual performance across the breadth of financial activities.

Fiscal Discipline

- Collaborate with DFAS, OSD, and others to implement a new financial accounting system and improved policies and processes.
- Complete all actions in the DISA Financial Improvement Plan.

CONCLUSION

We at DISA believe information is the greatest source of military power. We, individually and collectively, can dramatically affect the future battlespace by ensuring US and coalition warfighters can plug into the network and access and share information they need anytime, anywhere.

We are dedicated to delivering the power of information sooner and making it available to warfighting, business, and intelligence users across the enterprise and to the tactical edge. We will assure its security, trusted nature, dependability, availability, and accessibility. We will aggressively and diligently do what is necessary to enable effective and efficient net-centric operations.

We are dedicating ourselves to change where change gives us speed. We are dedicating ourselves to metrics where facts lead us to better decisions. We are dedicating ourselves to stewardship of taxpayer dollars.

This vision states how we will operate in the future and how we will move the Department closer to net-centric operations. In the end, providing information to the warfighter is a team sport – we will lead and we will partner – and we will remain faithful to the soldiers, marines, sailors, and airmen who rely on what we do to survive and win our nation's wars.

Surety Reach Speed